



Michigan Department of Human Services

Strategic Plan 2005- 2008



JENNIFER M. GRANHOLM
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF HUMAN SERVICES

MARIANNE UDOW
DIRECTOR

To my DHS colleagues:

I am pleased to share with you the Michigan Department of Human Services strategic plan for the next three years.

This plan provides a road map about what we want to achieve for our clients, our communities, our state and ourselves over the next several years. It is the product of an extensive effort by all employees of the department. In addition to employee input, the Strategic Planning Team listened to presentations from many local partners and clients and participated in three public focus groups. Through this process we heard from about 8,000 individuals who care about what we do. Input from everyone was taken into consideration as we formulated our mission, vision, goals and values. Our goal is to give focus to our work and empower our employees to serve our clients.

As part of this process we recrafted our mission statement and added a vision. Our goal was to make this statement clear and memorable. Our new mission statement is: "The Michigan Department of Human Services assists children, families and vulnerable adults to be safe, stable and self-supporting." Our new vision is: "We will reduce poverty, help all children have a great start in life, and help our clients achieve their full potential."

As you read through the plan, please remember that this is a 3-5 year strategic plan. There were many worthy ideas that were suggested that are not identified in this plan. This plan reflects the major areas of focus and direction we want to move the department toward over the next years. Each bureau is now developing an operational business plan that will include more details and reflect more ideas than were proposed in the planning process. These operational plans will be shared with you by the end of the year.

I truly believe that we can make a difference in the lives of our clients by reducing poverty, helping all children have a great start in life, and by helping our clients achieve their full potential.

As with any plan of this sort, the implementation is the most important part of the process. We are now moving forward and fine tuning the efforts started during the 1990s welfare reform era while, at the same time, we acknowledge the reality of fiscal limitations. I want to assure you that we won't undertake all of these goals at one time. When we begin to experience caseload relief, as a result of some of the simplification efforts currently under way, we should be able to undertake other important activities. Managers and staff will be accountable for implementing these goals and we will provide periodic updates regarding our progress.

In all of these efforts, please know that you—our staff—are our most valuable resource. That is why our goal to support staff and improve internal efficiency is listed first. Thank you for input and your ongoing willingness to making a difference in the lives of our clients.

Sincerely,

Marianne Udow

DEPARTMENT OF HUMAN SERVICES¹

STRATEGIC PLAN

MISSION

The Michigan Department of Human Services assists children, families and vulnerable adults to be safe, stable and self-supporting.

VISION

We will:

- Reduce poverty.
- Help all children have a great start in life.
- Help our clients achieve their full potential.

2005 - 2008 GOALS & INITIATIVES

1. Support staff and improve internal efficiency.

- a. Implement an integrated information technology system.
- b. Reengineer business processes, including policy and task simplification.
- c. Strengthen and improve human resource policies and practices.

Outcomes: 2005 - Localized processes will be identified and priorities established for standardization.
2007 - Workers will have the first phase of the integration system available by mid year.
2005 - Application of discipline will be consistent within and across county lines.
2007 - The timeframe to begin and complete investigations of grievances and complaints will be reduced another 40%. There will be an additional 20% reduction in the number of grievances filed.

2. Assure all children we serve have access to a community-based, comprehensive, quality system of early care and education.

- a. Institute a tiered child care provider-rating system tied to day care payments.
- b. Enhance child day care licensing standards to incorporate child development standards of quality and expand licensing staff roles to provide consultation.
- c. Increase minimum requirements and provide access to adequate child development opportunities for day care staff, relative providers and aides.
- d. Provide supports for parents and other caretakers of young children to be involved in their child's early care and education.

Outcomes: 2007 - Increase in the percentage of children in Kindergarten who have been in pre-school by 5% each year, beginning in 2007.
2010 - 10% increase in the number and percent of children who achieve reading and mathematics proficiency in the fourth grade.

3. Increase the number of financial assistance clients who become self-sufficient.

- a. Implement revised Work First Program.
- b. Implement Low Income Home Energy Assistance Program Direct and simplify other State Emergency Relief services.
- c. Increase family income through programs such as Earned Income Tax Credit, Child Support collections, tax credits and the like.
- d. Implement anti-poverty pilots and replicate other successful service models (such as Cascade Engineering and the Harlem Model) into other communities.

¹Note: An executive order has been issued which changes the name from FIA to DHS. This change will be made effective in 2005.

Outcomes: 2005 - 5% reduction in the number of children living in or near poverty.
2010 - 33% reduction in the number of children living in or near poverty.

4. Strengthen the child welfare system to increase the number of children and youth who remain safely in their own homes and who achieve permanency; and, decrease the lengths of stay of children and youth in placement.

- a. Implement the Family-to-Family model statewide.
- b. Implement therapeutic foster care and other intensive community based services such as Family Group Decision-Making.
- c. More fully implement Youth in Transition and expand other Adolescent Transition Services.
- d. Address the issue of over-representation of minority children and youth in the child welfare system.

Outcomes: 2005 - 1% reduction in the number of children in the child welfare system.
2009 - 20% reduction in the number of children in the child welfare system.

5. Increase the number of adults receiving needed care in safe, community-based settings.

- a. Implement "Family to Family" principles of building community partnerships, identifying community resources and receipt of appropriate services for Adult Protective Services clients.
- b. Strengthen licensure and other regulatory approaches to improve the quality of care for adult living options and expand licensing staff roles to provide consultation.
- c. Expand care options, improve the quality of care and assure a continuum of care for adults by implementing the relevant Long-Term Care Task Force recommendations.

Outcomes: 2005 - Establish baseline.
2006 - 25% increase of DHS adult clients in community based setting.
2007 - 25% increase over 2006 in DHS adult clients in community based setting.

6. Strengthen prevention and early intervention programs.

- a. Fully implement the recommendations of the Children's Action Network.
- b. Promote full utilization of sources of support for higher education and training such as Pell Grants, Tuition Incentive Program and the like for all eligible youth.
- c. Increase access to adequate and affordable housing through removing policy barriers and through more effective use of funding such as affordable housing grants, individual development accounts, and the like.
- d. Enhance the intake assessment process to provide preventive services through early identification of client specific needs and offer provisions for appropriate services.

Outcomes: 2005 - Expand the prevention dollars utilized by 5%.
2007 - Expand the prevention dollars utilized by 15%.

VALUES - HOW WE DO OUR WORK

In our day-to-day work we will live the values of Integrity, Inclusion, Teamwork and Excellence in the way we treat our clients, each other, employees and our partners.

All of our efforts will keep in the forefront:

- Treating our clients with dignity and respect.
- Honoring the diversity of our work force and clients.
- Developing our workforce at all levels.
- Ensuring accuracy and integrity in our work and programs.
- Assuring an outcomes focus and investment strategies based on proven results.
- Maximizing the use of available federal and private revenues.
- Collaborating with all government entities, community partners and the private sector.

The Department of Human Services will not discriminate against any individual or group because of race, sex, religion, age, national origin, color, height, weight, marital status, political beliefs or disability. If you need help with reading, writing, hearing, etc., under the Americans with Disabilities Act, you are invited to make your needs known to a DHS office in your county.